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Personnel 3

## Office Memorandum • UNITED STATES GOVERNMENT

TO : DEPUTY DIRECTOR FOR ADMINISTRATION

DATE: 21 May 1951

FROM : Assistant Director for Research and Reports  
DA QA/QC: 01/18/01. SY

SUBJECT: High Level Personnel desired for O/RR.

1. In accordance with discussions we have had on the subject, the following describe a few key positions I am having difficulty in filling in O/RR with which you might be able to assist me through your New York contacts.

2. Certain qualifications required are common to virtually all the O/RR jobs. These are: a) A high degree of analytic competence, whatever the field in which it has been applied. O/RR's central job is to put together conclusions based upon very slim evidence and virtually everybody in the shop must be good at doing this. b) Capacity for supervision and leadership in guiding the work of other research analysts. c) A high degree of mental flexibility. The Soviet and satellite economies are very different from ours, and the analyst or research director must be able easily to adjust his thinking to unfamiliar types of situations. d) An interest in problems of the research type rather than the operating type. We badly need people with operating experience but the successful high powered operator very often grows restless in the kind of analytic job we have here. e) Naturally any special experience or interest in the language or problems of the Soviet Orbit countries is helpful but other qualifications are more important.

3. The special qualifications of the individual jobs are as follows:

(1) Deputy Chief of the Industrial Division, GS-15. This Division handles the analysis of rates of output, method of production, distribution of product, requirements for input, bottlenecks and capabilities of all the major industries in the Soviet Orbit excluding petroleum, chemicals, and basic metals which are in another division. This man should be good enough to take over the work of the whole division if necessary. He must be able to supervise and blend the work of a variety of analysts running all the way from pure economists to men with almost exclusively technical and engineering experience. The essential characteristics are a capacity for research administration combined with a sharp and imaginative analytic mind, but broad experience in industrial analysis is highly desirable.

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(2) Chief, Trade and Finance Branch, Economics Services

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Division, GS-15. This man would be in charge of all the work on international finance, internal Soviet finance, and international trade both within the Soviet Orbit and between the orbit and non-orbit countries. He must have a thorough working knowledge of international financial institutions and practices but must be sufficiently flexible so that he does not apply experience gained in Western finance uncritically to the entirely different institutions and practices of the Soviet financial system. He will be supervising the work of ten or eleven other analysts but should be prepared to do a good deal of research and report writing himself. A mixture of academic and banking training would be ideal.

(3) Chief of the Transportation Branch, Economics Services Division, GS-15. This man should have a thorough knowledge of the technical as well as the economic aspects of the Transportation industry. His responsibilities include railroads, ocean shipping, internal waterways, and aviation. Of these, railroads are the most important. His background and interests should be in operating rather than financial problems of transportation. An expert on rate making or on the capital structure in railroad financing would have very little to do with the problems of Soviet transportation. He would be responsible for guiding and supervising the work of about fifteen professional analysts.

(4) Branch chiefs with similar qualifications are needed in the fields of Electric Power and Construction, though these two branches are only about half as large as the Transportation and Trade and Finance ones.

(5) In the Industrial Division, branch chiefs are needed at GS-15 for the Aircraft Branch, the Shipbuilding Branch, the Ammunition Branch, and the Military Equipment Branch. The last named is concerned with tanks, guns, other military vehicles and heavy equipment. Each of these people should have some experience in the analysis of the technical aspects of these fields. Each of them will have responsibility for supervising from five to ten professional research analysts.

4. There are a good many other important jobs in O/RR, but these are the ones I thought your contacts might be most helpful with. What I seek most eagerly, however, is people of analytic competence, maturity, and judgment whatever the detailed field in which they have in fact been working. I would like to see anyone you run across with these general characteristics. Anything you can do to help will be much appreciated.

[Redacted Signature Box]

/ MAX F. MILLIKAN

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